



Wellbeing at work: Key results from U.S. employers

How 461 organizations are transforming employee wellbeing into a strategic driver of business performance

Who we heard from



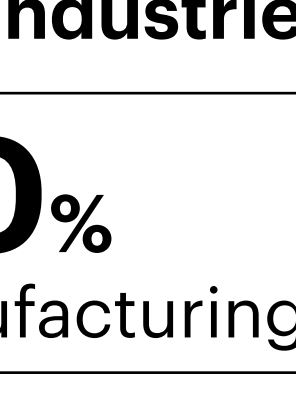
461
Employer respondents



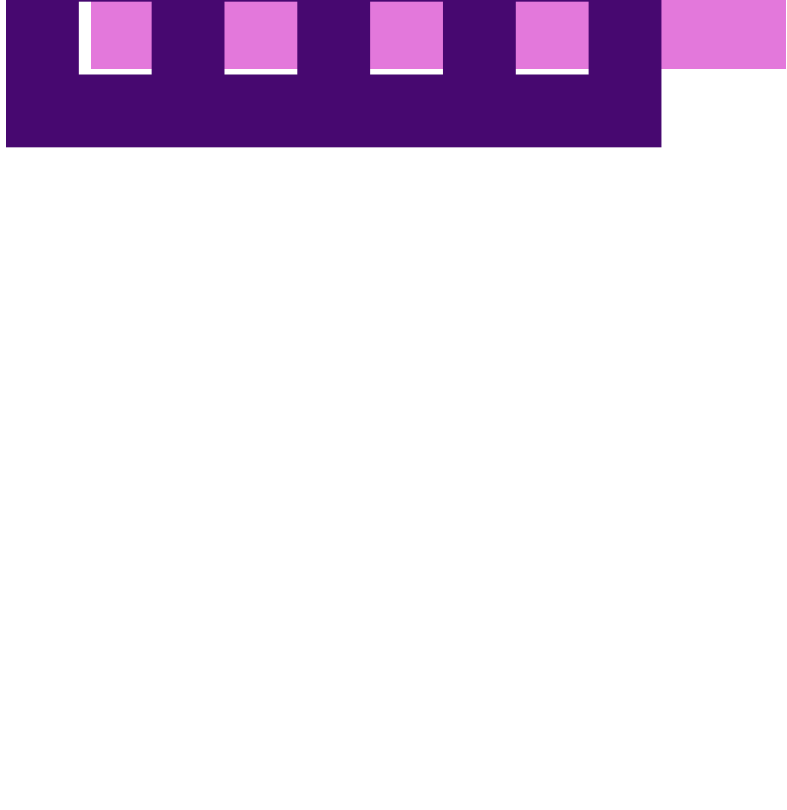
6M
Employees represented



45%
For-profit, publicly traded



48%
Domestic operations



Top industries represented:

30%
Manufacturing

14%
Healthcare

13%
Financial services

9%
Professional and business services

9%
Technology

Employee wellbeing is now foundational to total rewards strategy

A decade of transformation, from niche perk to enterprise priority

2015

1 IN 9

companies had a fully integrated wellbeing strategy linked to total rewards

2026

3 IN 5

companies now have wellbeing fully integrated or core to their total rewards strategy

Where employers stand today on wellbeing integration

17% Fully integrated into enterprise strategy and driving business performance

43% Core to total rewards strategy

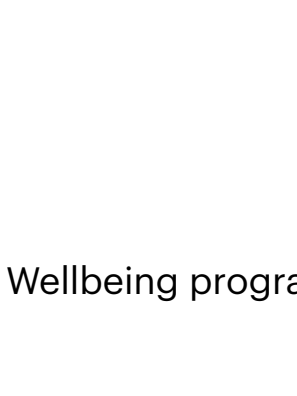
24% Important part of benefits, not yet integrated

14% Basic set of wellbeing programs only

2% Not a current organizational priority

Investment in employee wellbeing is paying off

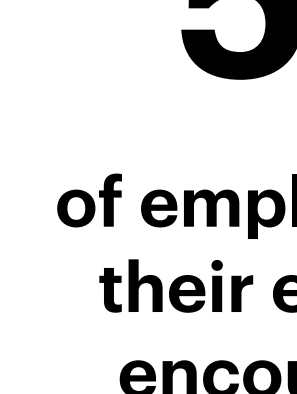
Employees at organizations with strong wellbeing programs report dramatically better outcomes



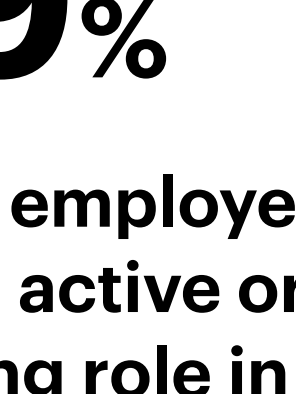
3.4x
more likely to be on the right track across all areas of wellbeing



2.9x
more likely to be highly engaged at work



2.4x
less likely to have looked for a new job in the last 3 months



5.9 days
fewer days lost to absence and presenteeism each year

Wellbeing program Promoters vs. Detractors

51%

of employees say their employer encourages a healthy lifestyle
up from 33% in 2015

79%

want their employer to take an active or supporting role in their wellbeing
vs. 21% who want no role

95%

of employers are now taking an active role in supporting wellbeing
92% offer solutions across the full risk continuum

Top workforce issues employers are addressing with wellbeing

Healthcare costs, mental health and chronic conditions lead the agenda by a wide margin

Healthcare costs

76%

Stress, burnout and mental health

74%

Chronic conditions

63%

Financial stress and affordability

27%

Workforce resilience/safety risks (tied)

13%

Q: Which workforce issues are your organization addressing through its wellbeing program? Top-3 ranked.

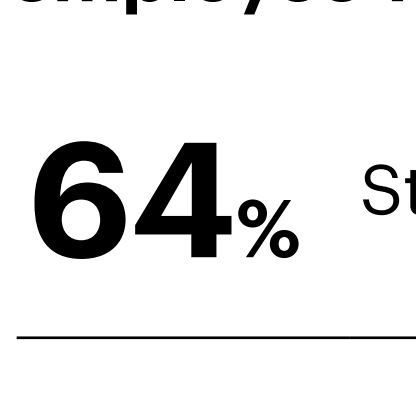
Cost pressures are reshaping the road ahead

Employers are refining, not retreating from, their employee wellbeing programs



78%

of employers say healthcare costs are impacting their wellbeing investment decisions



82%

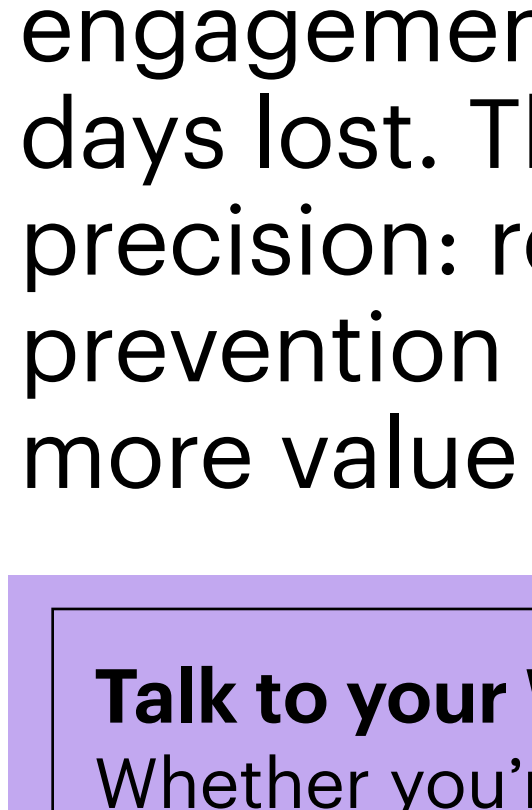
plan to make changes to their wellbeing approach, only 11% see a need for total redesign

Top actions employers are taking to get more value from employee wellbeing investments

64% Streamline vendor partnerships

59% Increase cost oversight

54% Increase funding for high-cost claimants



The takeaway

Employee wellbeing has proven to be a strategic lever.

After a decade of investment in wellbeing programs and practices, U.S. employers are seeing measurable returns, higher engagement, lower turnover and fewer days lost. The next chapter is about precision: refining programs, prioritizing prevention and putting AI to work to deliver more value as cost pressures intensify.

Talk to your WTW team.

Whether you're refining an existing strategy or building from scratch, we bring the data, tools and expertise to help your employee wellbeing investments go further.